

**AGENDA SUMMARY PAGE**  
**CITY COUNCIL MEETING OF: AUGUST 7, 2006**

---

**DEPARTMENT: ADMINISTRATIVE SERVICES****DIRECTOR: CHRISTOPHER KNIGHT**☐ Consent ☒ Discussion**SUBJECT:**

Discussion and possible direction regarding the City of Las Vegas Strategic Plan priorities, goals, and strategies including a review of progress and other related issues - All Wards

**Fiscal Impact**☒**No Impact**☐**Augmentation Required**☐**Budget Funds Available****Dept./Division:****Amount:****Funding Source:****PURPOSE/BACKGROUND:**

In 2006, the City Council and Executive Team will conduct three issue-specific strategic planning sessions. The first session was a component of the March 27 Budget Hearing and was a presentation on the city's new key performance indicator (KPI) initiative. The August 7 session will be a discussion related to urban and suburban development issues.

**RECOMMENDATION:**

Receive presentation and direct staff accordingly

**BACKUP DOCUMENTATION:**

1. Building a World Class City: Changing Economic Development in Las Vegas Power Point presentation
2. Building a World Class City: Urban and Suburban Linkages Power Point presentation
3. Transportation Strategies to Address Growth Power Point presentation

Minutes: CITY MANAGER DOUG SELBY explained this meeting is structured around issues relating to business development, planning, and transportation that cannot be sufficiently addressed on an annual basis by the City Council. He clarified that this is an informal meeting and is intended as an opportunity for staff to present information to the Council and to receive direction for possible action and potential future agenda items for presentation before the City Council. ; 1:02 PM

Minutes: MAYOR GOODMAN requested a moment of silence for RICKI BARLOW who had suffered the loss of his mother over the weekend in an automobile accident while his father and brother remained in critical condition. ; 1:04 PM

Minutes: DR. SELBY introduced DEPUTY CITY MANAGER STEVEN HOUCHEMS to give

some history on these issues. MR. HOUCHENS announced that three departments had presentations for the Council, starting with SCOTT ADAMS, Director of the Office of Business Development. MR. ADAMS gave a report on the City's economic development efforts and then entertained a discussion regarding the City's approach to new economic opportunities. MR. ADAMS was followed by MARGO WHEELER, Director of Planning and Development Department, who gave a brief presentation on urban and suburban linkages, focusing on trails and pedestrian thoroughfares as well as the relocation of facilities when the I-515 highway is expanded. JACOB SNOW, Regional Transportation Commission, along with JORGE CEVANTES, Deputy Director of Public Works, followed with a report on future transportation issues, including mass-transit options, the possible continuation of freeway expansion, the possible conversion of City streets into super-arterials, and dedicated lanes for a rapid transit system. ; 1:05 PM

Minutes: MR. HOUCHENS introduced RON POTARO as the meeting facilitator. MR. PORTARO thanked the Council for the opportunity to facilitate another meeting. He added that he is also working with Public Works on other projects in the City that are currently on schedule and under budget. MR. PORTARO reiterated that the main topics for discussion were growth issues facing the City and asked MR. ADAMS to begin his presentation. ; 1:08 PM

Minutes: MR. ADAMS utilized a PowerPoint presentation which was made a part of the final minutes and was a presentation on the changing economic development of the City. He reiterated the issues being considered: what is the future approach to business parks, what should the focus for public investment be in downtown and its surrounding neighborhoods and what should be the next approach to downtown. ; 1:12 PM

Minutes: MR. ADAMS stated the City's former approach was the development of business parks to attract business which was somewhat reactive. He pointed out successful examples of business parks, but noted the challenges to continuing this approach include limited available land for development and increased land cost. He added that land intensive developments brought before the City are frequently referred to other agencies and jurisdictions because the necessary land is not available. MR. ADAMS requested direction on the most efficient use of the remaining land available for business development and listed existing and potential sites of business parks including downtown and Cashman Field. ; 1:13 PM

Minutes: MR. ADAMS explained the current and more proactive approach to business development which attracts investors and developers to the City. He explained that the challenges to redevelopment go beyond the traditional approach. Those challenges include higher cost of development, blighted areas and their negative historical perspectives.; 1:27 PM

Minutes: MR. ADAMS explained the City's future approach is moving towards an integration of both strategies, proactive and reactive and named the Molasky Corporate Center as a prime example. He encouraged the exploration of opportunities within the urban core for commercial business parks, the use of mixed-use developments for commercial development and the creation of downtown office and market space for specific users. ; 1:31 PM

Minutes: MR. ADAMS requested direction for further business development. He pointed out that other similarly sized cities have large amounts of office space and that their urban cores are primarily places to do business. ; 1:34 PM

Minutes: MR. ADAMS suggested the development and execution of strategies for the development of key areas and the focus of public investment in areas that will reinforce and encourage private investment. He stated that if downtown was made more attractive to people with unique entertainment opportunities, new living opportunities, and attractive streetspaces, businesses would follow. ; 1:35 PM

Minutes: MAYOR GOODMAN announced that the City is heading in a new direction as a world-class city. He noted that the RUVO Center is ready to start construction, emphasized the Alzheimer's Center will increase the value of the medical district and encouraged the acquisition of land in the medical district. ; 1:42 PM

Minutes: MAYOR GOODMAN stated he had been approached regarding the future location of the Cultural Corridor since several museums were looking to relocate. He added that two major hotel companies had expressed interest in the City's 61 acres as well as a major jewelry market. MAYOR GOODMAN emphasized the importance of a professional franchise team in developing the City's sense of community.; 1:45 PM

Minutes: COUNCILWOMAN TARKANIAN questioned about the availability of parking in downtown and suggested looking carefully at parking issues in the downtown area. ; 1:50 PM

Minutes: MR. POTARO encouraged the Council to address the questions regarding redevelopment, such as where to invest new resources when they become available and strategies of investment for the City, downtown and its surrounding areas. ; 1:52 PM

Minutes: In response to COUNCILMAN REESE'S question regarding the feasibility and appropriateness of the construction of another parking structure downtown, MR. ADAMS observed that the current parking shortage around the Regional Justice Center was encouraging law firms to obtain office space in the downtown area as a solution to the parking situation. He noted the balance between parking supply and demand and its impact on downtown development. ; 1:54 PM

Minutes: COUNCILMAN ROSS reiterated the importance of addressing transit issues and suggested placing future business parks in Northwest Las Vegas. MR. ADAMS explained the concern is related to the Bureau of Land Management land release process. He pointed out the City would be in direct competition with the private sector for available land. MR. ADAMS informed the Council that a team of economists, planners and developers are working together to project what types of jobs and industries will be in the Valley over the next 20 years as well as what efforts should be made to diversify. This study will also determine the acreage requirements for various uses and that information can be used by the Council during the planning process. ; 1:56 PM

Minutes: DEPUTY CITY MANAGER ELIZABETH FRETWELL noted the City's Federal Plan attempted to create flexibility in the creation of business parks in the northwest and suggested that approach for next year's Federal package. She added that the City has been working for the approval of two land bill modifications for recreational and business development purposes. ; 2:00 PM

Minutes: COUNCILMAN WOLFSON noted that profit drives the development market and suggested that the City acquire more land in order to better control development rather than allowing the market to shape the City. He also acknowledged that parking downtown is a situation that is steadily worsening.; 2:02 PM

Minutes: In response to COUNCILMAN BROWN'S request for clarification regarding the number of jobs generated by existing business parks, MR. ADAMS explained the business parks within the City are far more productive than the horizontal development patterns of North Las Vegas and Henderson. COUNCILMAN BROWN requested that the number of jobs generated by business parks within the City be compared to the number of jobs generated in the City's master-planned communities. He also suggested that the funds focused on business parks could be better utilized more effectively in the downtown area. MR. ADAMS responded that the future jewelry mart was a great example of a development generating a significant of jobs compared to the amount generated by business parks. ; 2:04 PM

Minutes: In response to COUNCILMAN BROWN'S inquiry regarding the future development of downtown, Mr. Adams explained he was seeking advice and direction regarding additional amenities needed downtown, opportunities not yet explored or areas the City is possibly interfering. COUNCILMAN BROWN suggested the City alter its somewhat piecemeal approach to downtown development to a more global approach.; 2:07 PM

Minutes: COUNCILMAN REESE expressed his support of COUNCILMAN BROWN'S suggestion that the City acquire available land in downtown and its surrounding areas. ; 2:09 PM

Minutes: In response to MAYOR GOODMAN'S question, MR. ADAMS explained the need to diversify the City's economy away from gaming and entertainment. MAYOR GOODMAN observed that the economy was a regional issue. He suggested interlocal agreements with other jurisdictions be utilized to develop business parks where both jurisdictions could make a profit. ; 2:09 PM

Minutes: ROMEO BATEA pointed out the development of the Cancer Institute was encouraging non-traditional development opportunities. ; 2:12 PM

Minutes: In response to COUNCILMAN WEEKLY'S inquiry, MR. ADAMS stated the performing arts center is crucial to the redevelopment of downtown. ; 2:13 PM

Minutes: MS. FRETWELL announced that the City has an opportunity to take advantage of the new reorganization currently underway. ; 2:14 PM

Minutes: COUNCILMAN BROWN noted the current cultural development in downtown are very different from the cultural plans from 5 years ago. ; 2:15 PM

Minutes: MR. POTARO invited MS. WHEELER to the podium to begin her presentation.; 2:15 PM

Minutes: MS. WHEELER used a PowerPoint presentation which is made a part of the final minutes and requested direction on three items after the presentation: the integration of the Las Vegas Wash Trail, downtown sidewalk improvements, and the relocation of facilities affected by the I-515 highway expansion. ; 2:16 PM

Minutes: TOM PERRIGO, Deputy Director of Planning and Development Department, gave a brief history of the equestrian and transportation trail systems in the City and described their requirements. He also gave an overview of trails completed, those under construction and those slated for the future. ; 2:17 PM

Minutes: MS. WHEELER briefly described the projects developing in response to the Downtown Centennial Plan. She gave an overview of the plan and noted developers' confidence in the plan.; 2:28 PM

Minutes: MS. WHEELER acknowledged the need for open space in the downtown area and outlined the projects and their funding designed to meet that need. She emphasized these projects would create streetscapes and environments that match the private development currently taking place downtown. She also described the studies regarding the relocation of facilities affected by the I-515 highway expansion and pointed out the impact the relocation could have on the downtown redevelopment effort. ; 2:34 PM

Minutes: MAYOR GOODMAN observed the challenging weather unique to the City and noted projects must be heat resistant in order to be successful. He encouraged the planting of trees and landscaping throughout downtown and the City. He commented that the Springs Preserve could be considered the equivalent to New York's Central Park and that developers should consider developing around it. ; 2:42 PM

Minutes: In response to COUNCILMAN WOLFSON'S inquiry regarding trail markings for the trail system, MR. PERRIGO explained that while trail markings have been discussed, they had been cut for funding reasons. He agreed to increase the importance of trail markers in future discussions, but noted residents assume a level of responsibility whenever they choose to use a trail. ; 2:44 PM

Minutes: COUNCILMAN ROSS agreed with MS. WHEELER'S statement that enhanced sidewalks are a key element in attracting businesses and residents to the downtown area. ; 2:46 PM

Minutes: In response to COUNCILMAN BROWN'S question regarding long term trail system maintenance, MR. PERRIGO explained several strategies are being explored, including

establishing a regional coalition for trail maintenance and working with the Regional Transportation Commission (RTC) to determine which City trails are eligible for RTC maintenance funds. ; 2:46 PM

Minutes: COUNCILMAN BROWN requested a complete overview of the I-515 expansion and a complete listing of all City facilities and land in order to see the regional picture before any cultural trails are determined. ; 2:48 PM

Minutes: COUNCILMAN ROSS noted the land surrounding Cashman Field might be available for development and suggested staff investigate the most efficient use of that land. ; 2:53 PM

Minutes: COUNCILMAN WEEKLY expressed concern that the plans are changed frequently and that insufficient time was spent communicating with all interested stakeholders. MS. WHEELER noted that the existing plan had not changed and emphasized the input on the highway expansion was being sought as part of this discussion.; 2:54 PM

Minutes: In response to DR. SELBY'S statement that the relocation of City facilities would assist in reducing the area's blight, COUNCILMAN WEEKLY expressed concern with funding. ; 2:57 PM

Minutes: MS. FRETWELL suggested reviewing and evaluating the 2003 plan in the light of the many changes along the I-515 corridor. ; 2:58 PM

Minutes: MAYOR GOODMAN encouraged creative and innovative approaches to downtown development, noting a combination of many approaches might be best for downtown redevelopment and the establishment of a cultural corridor.; 2:59 PM

Minutes: In response to MAYOR GOODMAN'S request, MARILYN GILLESPIE, Director of the Las Vegas Natural History Museum, explained that the existing cultural corridor is an excellent location but expansion would be difficult without further redevelopment of the neighborhood. MAYOR GOODMAN emphasized the appropriateness of investing significant funds in order to make Las Vegas a world-class city. ; 3:01 PM

Minutes: Recess taken from 3:06 p.m. to 3:21 p.m. ; 3:04 PM

Minutes: MAYOR GOODMAN called the meeting back to order. ; 3:20 PM

Minutes: MR. PORTARO welcomed JORGE CERVANTES, Public Works Department, and JACOB SNOW from the Regional Transportation Commission to the podium for the next presentation. MR. CERVANTES listed four topics for discussion and requested input after each item's presentation. The items mentioned were continued support for freeway widening and expansion, conversion of city street into super arterials, dedicated lands for bus rapid transit, and using transportation to improve City neighborhoods' quality of life. ; 3:20 PM

Minutes: MR. CERVANTES explained that many City roadways are at or above capacity and

briefly described several highway expansion projects underway within the City. He noted that highway expansions are an option for addressing traffic congestion, but have negative impacts on residents living in close proximity to those highways. MR. CERVANTES proposed super arterials and dedicated lanes for bus rapid transit as methods to alleviate traffic congestion. Given the current traffic climate, MR. CERVANTES asked the Council if continued highway expansion is appropriate. ; 3:27 PM

Minutes: COUNCILMAN REESE encouraged the extension of the 215 Beltway and wondered if it would travel along the east side of Sunrise Mountain. MR. CERVANTES explained the challenges to such an alignment are the federal preserves and the military base in that area, but stated he would be willing to explore that possibility. MR. CERVANTES encouraged action be taken to address traffic congestion before development increases. ; 3:27 PM

Minutes: COUNCILMAN WEEKLY acknowledged the benefits of highway expansion, but expressed concern for residents displaced by those expansions. COUNCILWOMAN TARKANIAN concurred and encouraged better communication and oversight with regards to the Nevada Department of Transportation. She also encouraged the careful consideration of highway expansions in the future. In response to COUNCILWOMAN TARKANIAN'S request for clarification, MR. CERVANTES explained highway expansions are in the planning process with established deadlines. ; 3:30 PM

Minutes: In response to MAYOR GOODMAN'S question, MR. CERVANTES explained that any relief brought by highway widening would be temporary and encouraged that other solutions be explored. MAYOR GOODMAN stated that long term solutions were needed rather than short term solutions which disrupt lives.; 3:34 PM

Minutes: COUNCILMAN WOLFSON stated more information was needed before any decisions could be made regarding freeway widening. ; 3:36 PM

Minutes: In response to COUNCILMAN BROWN'S inquiry, MR. CERVANTES explained that NDOT was still relocating residents affected by the US 95 widening, but he would request a summation report from NDOT. ; 3:38 PM

Minutes: MR. CERVANTES named intersections appropriate for conversion into super arterials and described the benefits and drawbacks. ; 3:42 PM

Minutes: COUNCILMAN ROSS expressed his support for a super arterial on Rancho Boulevard. While he acknowledged residents would be impacted, he emphasized the need to plan for future growth. ; 3:46 PM

Minutes: COUNCILMAN REESE expressed support for using City streets efficiently, but expressed concern for the residents living along streets where Public Works was proposing to increase capacity.; 3:47 PM

Minutes: COUNCILMAN BROWN noted that the Desert Inn Super Arterial remained

problematic and that any future super arterial would need careful consideration to decide where it is most needed with the least amount of impact. ; 3:48 PM

Minutes: COUNCILWOMAN TARKANIAN expressed her opposition to the Rancho Super Arterial due to the large number of homes that would be taken. MR. CERVANTES explained staff shared her concerns regarding the residential nature of the area adjacent to Rancho Drive and stated that the preferred alignment for a super arterial would run along Bonanza Road which is adjacent to a largely industrial area. ; 3:50 PM

Minutes: MR. CERVANTES stated citizens would utilize mass transit more frequently if they felt that mass transit was a comfortable option and would save time. He encouraged dedicated lanes for mass transit as a viable option for relieving traffic congestion and named streets being studied for dedicated lanes in conjunction with super arterials.; 3:52 PM

Minutes: MAYOR GOODMAN noted the need to educate the public regarding mass transit and emphasized mass transit as a long term solution to traffic congestion.; 3:58 PM

Minutes: COUNCILMAN REESE stated his constituents have difficulty in making connections and arriving in a timely manner when they use mass transit. He encouraged dedicated lanes as a way to reduce travel time. ; 3:59 PM

Minutes: COUNCILMAN ROSS observed that mass transit is a necessary component in the City's transportation strategy to improve its citizens' quality of life and COUNCILWOMAN TARKANIAN concurred.; 3:59 PM

Minutes: In response to COUNCILWOMAN TARKANIAN'S inquiry, JACOB SNOW stated that other cities have had success with these types of alternative transportation and encouraged the Council to be proactive in increasing capacity.; 4:02 PM

Minutes: MAYOR GOODMAN requested that MR. SNOW give a presentation to the Council about Mass Rapid Transit in other cities and countries. ; 4:04 PM

Minutes: MR. CERVANTES briefly described methods which could be used to improve City neighborhoods' quality of life and their benefits and drawbacks, including narrowing residential streets and improving signal coordination.; 4:08 PM

Minutes: COUNCILWOMAN TARKANIAN expressed her appreciation for staff's efforts to improve traffic signal coordination within her Ward because she observed traffic had considerably improved.; 4:08 PM

Minutes: COUNCILMAN ROSS expressed surprise at the suggestion of narrowing residential streets and MR. CERVANTES explained a reduction in asphalt would lead to a reduction in vehicle speeds. He clarified the right-of-way would remain the same, but the sidewalk area would be wider with an increased buffer space. He encouraged a review of right-of-way standards in order to find ways to improve residents' quality of life. ; 4:07 PM



Minutes: MR. PORTARO concluded the presentations and thanked the presenters and his colleagues. ; 4:09 PM

Minutes: In response to MR. PORTARO'S request for clarification, DR. SELBY stated that staff would follow-up on the issues presented and that JACOB SNOW would come before the Council to make a presentation on mass transit.; 4:10 PM

Minutes: MAYOR GOODMAN stated the Council must find a balance between its ambitious plans and the needs and quality of life of their constituents. ; 4:11 PM

Minutes: In response to COUNCILMAN BROWN'S request for clarification, DR. SELBY stated that staff had received much needed guidance which would shape the plans and actions coming before the Council in the future. ; 4:11 PM

Minutes: MR. HOUCHENS thanked the Council for their time and support. ; 4:12 PM

